

Inappropriate behaviour between managers and subordinates in hospitality: Who is the one to blame?

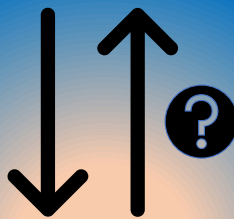
Aim: To critically evaluate what constitutes inappropriate behaviour between managers and subordinates within the hospitality industry.

Limitations:

- the level of appropriateness + inappropriateness remains unclear
- No definite definition for inappropriate behaviour
⇒ Confusion: Very hard to define if the behaviour is inappropriate or not.
- Most research are from European countries.
- Most studies founded are research on behaviours coming from the managers side or between equal-level employees; rarely are from subordinates toward managers.
(Rayner and Höel, 1997)



managers



subordinates

Objectives:

1. To critically assess the theories that relate to inappropriate behaviour between managers and subordinates in a professional context.
2. To critically assess if the theories of inappropriate behaviour between managers and subordinates in a professional context are replicated in practice in the hospitality industry.
3. To give clarity as to what constitutes inappropriate behaviour in a professional context between managers and subordinates in the hospitality industry.

Methodology:

Quantitative research
Online questionnaire
Sample: 350 employees in a country club in South Florida

Background of justification:

- Inappropriate behaviour includes: bullying, mobbing and sexual harassment.
- Victims might experience different levels of stress, or being intimidate.
- The whole community might also be affected due to the hostile environment.
- Mental injuries are harder to be identified than physical ones.
- Victims do not speak up due to the fear of being in trouble, fried or embarrassment.

(Wager, Fieldman & Hussey, 2003; Kaiser, 2014)

- Khan, A. and Khan, R. (2012) 'Understanding and managing workplace bullying'. *Industrial and Commercial Training*, 44(2) pp.85-89.
- Rayner, C. & Höel, H. (1997). 'A summary review of literature relating to workplace bullying'. *Journal of Community Applied Social Psychology*, 7, 181-191.
- Wager, N., Fieldman, G., Hussey, T. (2003). The effect of ambulatory blood pressure of working under favourably and unfavourably perceived supervisors. *Occupational and Environmental Medicine*, vol. 60, pp. 468-474.